

理清现状问题
制定合理目标

价值链	序号	评价维度
生产制造	1	生产计划管理
	2	作业标准管理
	3	生产设备管理
	4	操作人员管理
	5	作业效率管理
	6	作业现场管理
	7	制造成本控制
	8	精益制造设计
	9	制造工艺技术能力提升
	10	生产协同及反应
仓储物流	1	仓储管理制度
	2	物料接收管理
	3	物料存储管理
	4	物料发、退货管理
	5	物流制度及标准
	6	物流规划布局
	7	物流器具管理
	8	物流配送管理
	9	成品中转管理
	10	物流改善管理

The diagram illustrates a value chain with the following components and flows:

- Suppliers (供应商)**: Represented by a mountain icon. It provides input to the **Manufacturers (制造商)** and has a bidirectional dashed arrow connection to the **Customers (客户)**.
- Manufacturers (制造商)**: Contains an **MRP** (Material Requirements Planning) box. It receives input from suppliers and sends output to customers. It also has a bidirectional dashed arrow connection to the **Customers (客户)**.
- Customers (客户)**: Represented by a mountain icon. It receives input from manufacturers and has a bidirectional dashed arrow connection to the suppliers.
- Internal Processes and Data Flows**:
 - Production Schedules (生产时间表)**: Two boxes, one connected to the Manufacturer's MRP and another connected to the Customer.
 - Process A**: A box labeled "A" with "流程数据" (Process Data) and a value of "5000". It is connected to the Suppliers via a thick arrow.
 - Process B**: A box labeled "B" with "人员 C/T" (Personnel C/T) and "..." (indicating multiple steps). It is connected to Process A via a thick arrow.
 - Process C**: A box labeled "C" with "流程数据" (Process Data) and a value of "3000". It is connected to Process B via a thick arrow.
 - Process D**: A box labeled "D" with "流程数据" (Process Data) and a value of "3000". It is connected to Process C via a thick arrow.
 - Process E**: A box labeled "E" with "流程数据" (Process Data). It is connected to Process D via a thick arrow.
 - Process F**: A box labeled "F" with "流程数据" (Process Data). It is connected to Process E via a thick arrow.
- Value Metrics**:
 - 加值时间 (流程时间) 30 (秒)**: A metric associated with the flow from Process A to Process C.
 - 非加值时间 3.2 (天)**: A metric associated with the flow from Process C to Process E.
 - 交期纪录**: A record associated with the final output of the chain.

-

```

graph TD
    Sponsor[Sponsor] --- Line1[ ]
    Line1 --- Consultant[Consultant]
    Line1 --- Leader[Leader]
    Leader --- TBA1[TBA]
    Leader --- TBA2[TBA]
    Leader --- TBA3[TBA]
    Leader --- TBA4[TBA]
    Leader --- TBA5[TBA]
  
```

规划适用方案
实施既定计划

Figure 1 is a Value Stream Map (VSM) for a 24-hour production system. The map illustrates the flow of materials and information between various components:

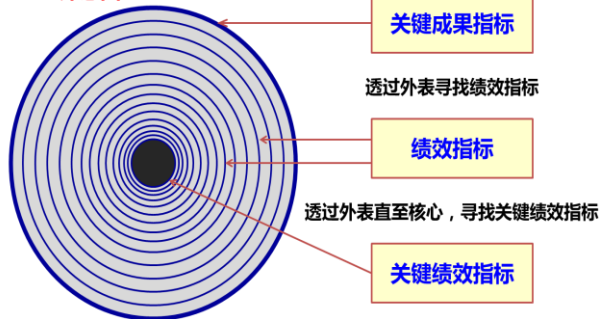
- Suppliers (供应商):** Represented by a truck icon, it feeds into the system with a 1.5-day lead time.
- Production Control Gate (生产控制部门):** A central hub with a crossed-out 'X' and a '20' inventory buffer. It receives information from the suppliers and sends it to the customers.
- Customers (客户):** Represented by a truck icon, it receives the final product with a 5-day lead time.
- Inventory Buffers (库存):** Indicated by boxes with numbers like '60' and '20'.
- Process Steps:**
 - 制1 (Process 1):** A box with 'C/T=1 sec.', 'C/O=1 hour', and 'Uptime=89%'. It has a 1.5-day lead time.
 - 制2 (Process 2):** A box with 'T=60 sec.', 'C/T=55 sec.', and 'Uptime=89%'. It has a 1.5-day lead time.
- Changeover Time:** A note indicates a 20-minute changeover time (切换时间=20分钟) for 20 pieces.
- Changeover Time Loss:** A starburst icon labeled '切换时间损失' (Changeover Time Loss).
- Timeline:** A horizontal bar at the bottom shows a 1.5-day cycle with a total duration of 165 minutes.
- Table:** A table at the bottom right shows a 5-day cycle with a total duration of 165 minutes.

[illegible]

主题	子主题	内容	可推行项目/工作
精益研发 Lean R&D	产品标准化		DFM/产品简单化
	改善的基础		精益生产教育培训 精益生产外部交流学习 5S活动 目视化管理 推行自主改善/小集团活动/IE改善
精益制造 Lean MFG	JIT	流线化生产	价值流分析与改进 (VSM/MIFA)
			一个流连续生产 (One-Piece Flow)
			单元生产线 (Cell Line)
			生产/设备布局优化 (Layout)
			多能工
		小批量生产	快速换线 (SMED)
			快速换型 (SMED) + 小批量生产
		安定化生产	人员的安定 (作业标准化/线平衡改善/少人化)
			机器的安定 (TPM推行/稼动率提升)
			品质的安定 (源流管理)
			物量的安定 (三定/异常工时管理)
		均衡化生产	管理的安定 (改善自律性)
均衡生产计划			
及时化生产	预约到货		
	Milk-Run巡回取货		
看板拉动			
自动化 (Autonomation)		Andon按灯系统	
		自动化作业(Automation)/简便自动化LCIA	
		防呆/防错装置 (POKA-YOKE)	

检验实施效果
完善方案实施

- ## KPI “洋葱图”



- (1) 关键成果指标能够告诉你：为了实现企业的愿景，你应该怎样做。
- (2) 绩效指标告诉你：为了实现企业的愿景，需要完成哪些工作。
- (3) 关键绩效指标能够告诉你：为了显著提高绩效水平，你需要完成哪些工作。

固化流程标准
规划提升方向

```

graph TD
    A[Green Square] --> B{Orange Diamond}
    B --> C[Blue Square]
  
```

